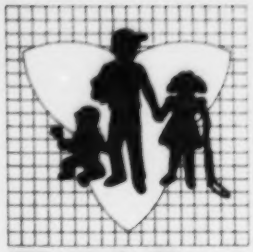

Child Care

Child Care:

Program Development Fund

Ontario
Ministry of Community and Social Services

John Sweeney
Minister

November 1987

Ontario

International Year of Shelter for the Homeless
1987
Année internationale du logement des sans-abri

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November, 1987

Dear Friend,

In the recent publication "New Directions for Child Care", the Ontario government describes its vision for child care services. This paper, "Child Care: Program Development Fund", is a companion document. It is for the use of groups wishing to request funding for child care programs.

As our "New Directions" document emphatically states, child care is a priority for the Ontario government because it affects the well-being of the province's children. Enhanced child care services are important both to working and non-working parents. These services are provided with the aim of strengthening the family unit and helping parents to more effectively balance work and parental responsibilities. It is hoped that this may, in the long term, also reduce the incidence of social problems.

While the Ministry of Community and Social Services provides leadership in developing and planning child care services, it does so in close consultation with its various partners in that system. The partnership between my ministry and the community groups using this paper is a key one. We, in government, are confident that our resources combined with the local wisdom of community organizations, will result in some exciting and innovative programs.

If you need more information about how to obtain funding for the services described in this paper, please contact your local area office of the Ministry of Community and Social Services. Staff there will be pleased to help you define your needs and develop your proposal.

Yours sincerely,

John Sweeney
Minister

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INTRODUCTION

This paper describes application procedures for the new Program Development Fund. The Fund was announced in the **"New Directions for Child Care"** document released by the Ontario government in June of 1987.

Over the past several years, the Ontario government has encouraged and funded much positive service exploration and development. The Program Development Fund builds on the past experience of the child care incentive program and provides additional operational and capital money for new child care services and programs. As well as supporting the expansion of existing services, the Fund is intended to encourage the development of flexible and responsive models of service to meet currently underserviced needs.

The government is also providing additional money to increase the availability of subsidies throughout the province. Child care subsidies and direct operating grants are administered separately from the Program Development Fund.

While the Ministry of Community and Social Services provides leadership in planning and developing child care services, it does so in close consultation with its various partners in the child care system. This paper describes how a non-profit incorporated community group may make requests of the Program Development Fund.

The development of child care services will occur during three-year planning cycles. During this initial cycle, current child care legislation and funding arrangements will be used while new ones are under development.

Notable features of this transition period will be:

- an increased number of licensed subsidies to help parents obtain child care;
- capital assistance and start-up grants provided for expansion of non-profit licensed spaces;
- testing of flexible models of child care via pilot projects to increase parental choice;
- continued responsibility of community boards to plan and develop child care services.

Major Principles

These principles are derived from the document **"New Directions for Child Care"** and are proposed so that programs and services developed will be consistent with Ontario's long-term vision of child care. The following principles should guide local planning and service development:

1. **Parental Responsibility**

   Parents are the primary nurturers of children, and child care services need to support them in this role. As primary nurturers, parents need:

   - a range of child care services and support so that they can choose the one(s) best suited to them;
   - information about available child care services and how they might go about choosing among them;
   - opportunities to be involved in partnerships with child care providers in the care of their child.

2. Responsive, Flexible Services

Responsive and flexible services are required to meet the many different needs of families. Within the overall objective of expanding the availability of licensed care, priorities for service development should include:

- varying hours of operation to meet the needs of parents not working a nine-to-five day;
- programming for children with a variety of needs, for example, those with physical, developmental or special needs;
- programming for all age groups, recognizing that services for infants and school-aged children are in especially short supply;
- services for francophones;
- services for Native people;
- programming for different ethnic and cultural groups;
- employer-supported programs;
- services to rural and isolated communities;
- multi-service combinations (e.g. group centre plus a resource centre).

3. Quality of Care

The Government of Ontario's objective is to encourage quality child care. This effort will be supported by:

- provincial standards which set minimum requirements for licensed care;
- opportunities for ongoing involvement of parents in their child's program;
- provincial support for staff training and development;
- direct operating grants to licensed programs;
- information to help parents become informed child care consumers;
- information and support services for informal caregivers;
- development activities for boards of directors.

4. Emphasis on Needs of Children

The needs of the child receiving care are paramount in planning and delivering a service. Programs should:

- provide a positive and stimulating environment geared to the needs of the children being served;
- ensure continuity of the child's care by providing opportunities for parental involvement in programming, and by encouraging links with other community groups;
- support parents' and the caregiver's understanding of a child's emotional, social, physical and mental development so that programs can be provided on this basis.

5. Local Nature of Child Care Services

Child care services must meet the particular needs of a local community. Those planning and delivering child care services need to:

- identify local priorities and parental preference through consultation with parents, especially those having young children;

- work together with local agencies to ensure linkages and partnerships among community services.

Summary

To be consistent with these principles, proposals should demonstrate the following:

- clear mechanisms exist to involve the parents and the community in the planning and delivery of quality child care programs;
- the need being addressed is not currently met, is resp onsive to and is supported by parents and community agencies, and ' :s compatibly with other child care services available in the communit ,
- there is flexibility in program approaches and range of child care services;
- staffing and program design demonstrate the ability to serve children at varying developmental levels where this is the program intent.

Ministry area office staff have a broad overview of the child care system in their communities. The data they collect and the information they receive from child care consumers and providers help them to plan and set priorities, and to select individual proposals for funding, based on local needs, within available financial resources. Area staff welcome community participation and will work with community-based groups to develop a comprehensive local child care system.

PROGRAM DEVELOPMENT FUND

This paper outlines the broad categories available for funding. They are described in the following sequence:

Services to Families

1. **Group centre care**
2. **Private home day care**
3. **Child care resource centres**

Special Projects

1. **Public education**
2. **Community development**
3. **Special resource projects**

Pilot Projects

A chart summarizing the categories of available funding appears on the next page. It provides a brief review of the various options for funding. The descriptive material that follows provides detailed information on the expected purpose and objectives of each eligible service or activity. In addition, the reader is given the steps involved in preparing a budget to accompany a proposal for funding.

It is important to note that community groups wishing to undertake a project may request any of the various funding types outlined in the program development chart. These may be used either singly or in combination. This "menu" approach allows community groups to develop services for all ages, diverse community circumstances, (e.g. rural, urban, Native) and involve a variety of partnerships (e.g. employer, parents, Indian bands). Ministry area offices will provide community groups with information concerning how funding provisions apply to a specific proposal.

PROGRAM DEVELOPMENT FUNDING

Major Categories and Services	Funding Type	Funding Parameters
<u>Services to Families</u> 1. Group Centre	1. Start-up: - new - expansion	Portion of approved operating deficit during initial stages or expansion of operation; supervisor's salary prior to opening.
	2. Capital assistance: - toys, equipment, furnishings, minor renovations - major renovations - new construction	Up to 80% depending on ability to contribute; in exceptional circumstances up to 100%. As a rule, municipalities will be funded at 50% for new construction.
2. Private Home Day Care	1. Start-up: - new - expansion 2. Capital assistance:* - toys, equipment, furnishings, minor renovations	Portion of approved operating deficit during initial stages or expansion of operation, including costs during the initial recruitment process and equipment, furnishings and agency minor renovations.
3. Child Care Resource Centre	1. Ongoing funding - new - expansion 2. Capital assistance:* - toys, equipment, furnishings, minor renovations	Approved ongoing operating costs, including equipment, furnishings and minor renovations.
<u>Special Projects</u> 1. Public Education 2. Community Development 3. Special Resource Projects	Time-limited project funding	Approved project costs for specified period of time.
<u>Pilot Projects</u> 1. Shift work - emergency 2. Rural - isolated communities 3. School-aged	Details to be announced	Details to be announced.

* Capital costs for major renovations or new construction may be provided only as part of a multi-service combination involving a new group centre or the expansion of an existing group centre.

1. Group Centre Care

Objectives of Funding

The ministry intends to increase the number of licensed non-profit child care spaces so that the gap between demand and availability is narrowed. Start-up and capital assistance is available to assist non-profit licensed centres in reaching a point of financial viability and in meeting the licensing requirements of the Day Nurseries Act.

Budgetary Requirements

Start-up Assistance: Funds are provided to cover the supervisor's salary prior to opening a centre, and a portion of an approved operating deficit incurred during the initial stages of operation while enrolment is below capacity. This help is available to new centres or to centres wishing to expand licensed capacity.

Capital Assistance: Funds are provided for up to 80% of approved capital costs depending on the ability of the centre to contribute. In exceptional circumstances, up to 100% of the approved cost will be covered. This help is available to new or expanding centres to assist with:

- toys, equipment, furnishings and minor renovations
- major renovations;
- new construction and building acquisition.

The area office will require a clearly presented budget and identification of cost factors for the proposed program. Worksheets to assist in calculating daily space costs and start-up costs appear as Appendix D.

Budgets may include the following costs:

Start-up Assistance

- staff salaries and benefits;
- staff related expenses (e.g. travel, training);
- office administration (e.g. supplies, repairs, insurance, promotion, legal and accounting fees as necessary, telephone, postage);
- building occupancy (e.g. rent, utilities, maintenance, housekeeping);
- purchased services (e.g. consultation for board development, needs assessment, systems development);
- program costs (e.g. health supplies and services, transportation, playroom supplies);
- food services.

Capital Assistance

- estimated costs for toys, equipment, furnishings, minor renovations, major renovations, construction or building acquisition.

2. Private Home Day Care

Objectives of Funding

The ministry intends to increase the availability of child care in licensed non-profit private home day care (PHDC), particularly for certain age groups (e.g. infants, school-aged children). A second objective is to help new and expanding PHDC agencies reach a point of financial stability.

Budgetary Requirements

Programs will receive start-up funding according to an approved portion of an operating deficit during the operation's initial stages. Proposals for a grant to assist with the start-up phase of a new or expanding PHDC agency will require preparation of a budget and the calculation of the program's cost factors. Worksheets to assist with these cost calculations appear as Appendix D.

Budgets may include the following costs:

Administrative and Program Expenditures

- staff salaries and benefits;
- staff related expenses (e.g. travel and training, particularly for provider recruitment);
- office administration (e.g. supplies, repairs, insurance, promotion, legal and accounting fees as necessary, telephone, postage);
- building occupancy (e.g. rent, utilities, maintenance);
- purchased services (e.g. consultation for board development, needs assessment);
- program costs (e.g. creative supplies, training material);
- capital costs (e.g. agency equipment and furnishings, toys and program equipment).

Provider Payments

Capital costs for major renovations or new construction may be provided only as part of a multi-service combination involving a new group centre or the expansion of an existing group centre.

3. Child Care Resource Centres

Objectives of Funding

The ministry wishes to develop new child care resource centres and to strengthen and expand those that now exist. The broad intent of these programs is to support both informal caregivers and parents in caring for children, by providing information, resources, education and opportunities for mutual support. Specific activities in keeping with this intent are those:

- intended to attract informal caregivers to support programs (e.g. home visiting, newsletters, respite care, discussion groups, mobile toy and equipment lending);

- designed to give parents information about choosing and monitoring child care arrangements (e.g. child care registries, drop-ins);
- designed to meet needs of parents at home with their children (e.g. play groups, discussion groups, emergency care);
- intended to assist parents experiencing stressful life situations (e.g. infant stimulation, respite care, referral to specialized agencies).

The approach will be to expand services provided by existing resource centres, adding new ones as indicated by community needs. Priority will be given to identifying and meeting the needs of informal caregivers. In addition, financial assistance may be available to stabilize existing child care resource centres.

Budgetary Requirements

All applications must include an operating budget listing projected program costs and projected revenues. The approved ongoing operating budget of a program will be considered for funding.

Budgets may include the following costs:

- staff salaries and benefits;
- staff related expenses (e.g. travel, training);
- office administration (e.g. supplies, repairs, insurance, promotion, legal and accounting fees as necessary, telephone, postage);
- building occupancy (e.g. rent, utilities, maintenance, housekeeping);
- purchased services (e.g. public education, needs assessment, community development);
- program costs (e.g. program supplies, newsletters, playroom supplies, transportation);
- capital costs (e.g. toys, mobile units, equipment, furnishings and minor renovations).

Capital costs for major renovations or new construction may be provided only as part of a service combination involving a new group centre or the expansion of an existing group centre.

Exceptional Costs: One-Time and Ongoing

Provision of the child care programs described in the section **Services to Families** may entail costs beyond the provision of the basic program. Some of these costs will be one-time only (e.g. recruitment of a Native staff person or staff from a particular language group, production of start-up promotional material in more than one language).

Other costs entailed in making programs available to communities may be ongoing. Telephone and mailing costs will be high in areas where the population is sparse, as will travel costs. For resource centres, extra staff may be needed to attract participants who have not previously used the program. Costs such as these will be considered on an individual basis.

Special Projects

1. Public Education

Objectives of Funding

The ministry wishes to help parents, caregivers, professionals, and the general public become better informed about child care (e.g. issues of quality, choice among types of child care, new approaches to child care). To accomplish this, proposals will be accepted from community groups for the following purposes:

- support of provincial or local conferences that allow for information exchange on child care issues;
- development, distributio. and promotion of publications and audio-visual aids that provide child care information;
- creation of training and professional development opportunities for child care staff.

2. Community Development

Objectives of Funding

Community development can be used to encourage and enable a community to expand or develop its child care services in a manner responsive to local need. The process may include:

- community needs assessment (i.e. research into the needs of the community);
- outreach to isolated community members;
- identification of community leaders;
- formation of a group that can express its child care needs;
- public meetings that provide information and encourage local co-operation in planning and provision of services;
- development of proposals for needed services;
- planning and implementation of needed services, including board formation, training board members, designing of administrative systems.

Area offices have information that can assist in planning effective community development activities, so community groups should consult with staff regarding available resources.

3. Special Resource Projects

Objectives of Funding

There are provisions within the Day Nurseries Act to meet the special needs of physically and developmentally handicapped children. The ministry wishes to expand the capability of licensed child care programs to serve a wider range of exceptional children. Moreover, it wishes to do so in a way that maximizes the involvement of all children in more integrated settings.

Time-limited project funding is available to support activities aimed at the full participation of these special needs children. Examples of groups that may be considered include: high risk, socially disadvantaged, hyperactive children, as well as children who are experiencing a special need. While funding is not intended for the addition of direct program staff, the development of enhanced skills for existing staff may be supported. Funding would be considered for resource consultants or case managers who would help programs identify these special needs children, plan to meet those needs, and create links between the program and specialized back-up services. The area office would also be willing to support additional services where needed to increase participation of these special needs children.

Budgetary Requirements

Funding provided within the **Special Projects** section will be according to an approved operating budget for a specific period of time. The budget must list the costs of a project and any anticipated revenues, if applicable. Budgets may include the following costs:

- staff salaries and benefits;
- staff related expenses (e.g. travel, training);
- administration (e.g. supplies, insurance, legal and accounting fees if necessary, telephone, postage, advertising);
- project costs (e.g. conference/workshop speaker fees, room rental, partial travel subsidy, luncheon, child care);
- production costs (e.g. printing, filming, translation, distribution).

Pilot Projects

As noted in **"New Directions"**, the ministry wishes to encourage the development of new approaches to delivering services where gaps have been identified. In addition to the described funding for **Services to Families** and **Special Projects**, **Pilot Projects** will be used to test new approaches in providing:

- child care for those who work unusual hours (e.g. shift work) and for emergency situations;
- child care in rural or isolated settings;
- child care for school-aged children (from junior kindergarten age up to and including 12 years of age) outside regular school hours including holidays and professional development days.

Evaluation of pilot projects will help to determine successful ways of meeting needs in these areas. Experience gained should assist in making decisions regarding future policy and program directions in child care. Specific criteria are now being developed for approval and evaluation of pilot projects. Details will be available and project funding will begin in the fiscal year 1988-1989.

CONDITIONS FOR FUNDING

Community groups wishing to obtain funds for new or enriched child care services must apply to their local ministry area office, which is responsible for approving proposals and financially supporting programs. This section explains the general conditions of funding, describes the application process, and sets out the ministry's accountability and reporting requirements.

General Conditions

1. A group applying for funding must be incorporated as a non-profit corporation, or must have initiated the incorporation process.

2. The corporation must have a board of directors that is representative of the community and of service users. Seven or more members, of whom at least one-third are parents/consumers of service, is suggested as a guideline.

3. The board must be prepared to ensure that the program or service adheres to the terms of the legal agreement. Further responsibilities are detailed later on in this section of the document.

4. Proposals must be based on a clearly documented community need.

The Application Process

1. **What's the first step?**

   A community group should send a letter of intent to the area office briefly describing the proposed program or project including services, service objectives, the group intended to benefit, and the geographic area to be covered.

2. **What goes in the proposal?**

   After checking with the area office regarding local requirements, the group should prepare a more detailed proposal expanding on the information in the letter of intent.

   The group should provide a complete description of the program or service to be provided. Proposals should include:

   - goals and objectives of the program/service;
   - activities intended to meet these goals and objectives;
   - geographic area to be served;
   - group or groups intended to benefit from the program;
   - current/planned relationships to other community programs and services, including those offered by the sponsoring agency;
   - start-up, termination and other major dates.

The proposal should also describe the following:

- how the need for the program was determined (e.g. formal needs assessment, community development process, awareness by existing programs of unmet service demands);
- the support that exists for the program (e.g. interest on the part of an employer, or by a municipality in providing subsidies, or an Indian band in administering subsidies);
- planned means of publicizing the services (e.g. marketing and outreach strategy);
- plans for collecting data about the program, and for using these data in evaluating whether program goals and objectives are being met;
- a detailed budget including other sources of revenue, means of raising the portion of approved costs not covered by the grant, and three cost estimates for capital items over $1000.00;
- a copy of letters patent;
- a description of the program's organization and board structure;
- a copy of building plans for licensed centres, as required by the Day Nurseries Act, Reg. S (1) (2) (3) (4);
- a copy of the lease or rental agreement;
- other supporting documentation, as required.

3. What happens after the proposal is submitted?

After reviewing the proposal, ministry staff may ask the community group to clarify or expand on the information provided. If similar proposals have been submitted by more than one group, the ministry may ask those groups to work together to meet the identified need. This co-operation is to ensure that resources are used efficiently. The area office will assess proposals according to local priorities and will fund those it can within the area's funding allotment.

Accountability Requirements

1. What is a legal agreement for, and what goes into it?

Because it is responsible for allocating public funds, the ministry must be sure that a group is providing the program that was approved, in the way that was proposed. The major tool for ensuring this is the legal agreement or contract between the ministry and the board of directors.

The legal agreement contains the following:

- program/service description and objectives;
- start-up, termination and other major dates;
- payment schedule (e.g. quarterly, to commence 4-6 weeks after the contract is signed);
- reporting requirements (i.e. financial and programmatic);
- insurance and liability requirements;
- an approved budget.

The legal agreement is signed by an officer or officers of the board of directors and the ministry; each of the two parties retains one original copy of the legal agreement. The agreement also requires the program's corporate seal.

2. **What are the responsibilities of the board of directors?**

The board of directors, in its role as community representative, is the body responsible for ensuring that the program or service provided adheres to the terms of the legal agreement. It is the board's responsibility to monitor the program and its financial position, and ensure that the program continues to be responsive to community need. The board may delegate certain responsibilities to staff whom it is responsible for hiring, but it retains responsibility for setting program policies and directions, and for overall program and financial management.

To help it carry out its responsibilities, the board should have:

- written procedures and bylaws that outline the administration and operation of the program (including procedures on hiring, orientation, administration, staff training, board operations);
- written goals and objectives, and a plan stating how these are to be met;
- an organization chart, including reporting relationships;
- an information system that allows for the collection, recording, retrieval and analysis of data relevant to the service (both programmatic and financial);
- written minutes of board meetings.

3. **What information should the program be collecting?**

As part of its legal agreement with the program sponsor, the area office will identify the program and financial data it requires. In addition, the program requires information to support its ongoing operation. However, it is important that any information collection exercise respect client confidentiality. Information likely to be useful includes:

<u>Program Information</u>

The program requires information indicating whether it is providing the intended service(s). Are the clients for whom the program was intended using the program? Are their needs being met? Is the program being used to the maximum extent possible?

To answer these general questions, three types of data are needed. These are a) volume data, b) participant characteristics data, c) participant satisfaction data.

<u>Volume Data</u>

- number of people using each of the program's services;
- frequency of provision of each of the program's services.

<u>Participant Characteristics Data</u>

- characteristics of those attending the program. Information collected is determined by the characteristics of the people intended to benefit from the program, with attention paid to client confidentiality. For example, if the intended target group is young single mothers, then

age and marital status of participants are important pieces of information in determining whether the program is reaching the intended clients;
- data on how participants became aware of the program.

Participant Satisfaction Data

- program aspects most/least valued by participants;
- changes (if any) desired by participants;
- what needs brought them to the program, and whether these needs are being met.

General Data

A narrative description discussing each project goal and progress towards implementation is useful. If a goal or its implementation has been altered, the reasons should be explained.

Because programs and services eligible for support under the Program Development Fund vary, it is impossible to provide an inclusive list of data requirements that apply to all. In general, however, programs should collect no more data than is necessary to:

- report to the ministry on whether the program is accomplishing what was intended (i.e. whether planned objectives are being met);
- facilitate its own management and decision-making processes (e.g. should a particular program component be offered, marketed differently?).

Financial Data

- expenditures for each category in the approved budget;
- on a quarterly basis, analysis of the difference between planned and actual expenditures;
- plan to address the difference between projected and actual expenditures, if one exists;
- revenue.

CONCLUSION

The government's intent, as outlined in the **"New Directions"** document, is to develop a comprehensive and co-ordinated system of child care in the province. **"Child Care: Program Development Fund"**, a companion to **"New Directions"**, explains how community groups can request funds to implement programs compatible with the policies outlined in that paper. Two major characteristics of the system will be responsiveness to the varied needs of Ontario's residents, and development as a joint venture between the government and its community partners. Because of this emphasis, community groups are encouraged to establish and maintain close contact with their local area office to ensure input to ministry planning.

APPENDIX A

GLOSSARY OF TERMS
(Definitions and Explanations)

Age Groups

- INFANTS - 0-18 months
- TODDLERS - 18-30 months
- PRESCHOOL - 30 months - 5 years
- SCHOOL AGE - from junior kindergarten up to and including the age of 12 years.

Approved Corporation

A licensed non-profit program operated by an incorporated body can become an approved corporation under the Day Nurseries Act. If such a program becomes an approved corporation, the ministry is allowed to enter into an agreement directly with the agency to purchase child care for families in economic need. In such circumstances, the ministry pays 80% of the cost of service with the approved corporation responsible for the remaining 20%.

Child Care

Child care services in Ontario include the care of children within a licensed group day care centre, nursery school, developmental centre, integrated centre, or private home day care under the supervision of a licensed agency. As well, child care services include support programs for parents, and caregivers involved in unlicensed or informal arrangements. Support programs include, for example, child care registries, parent education, drop-in programs, and toy and equipment lending services, often housed in child care resource centres.

Child Care Resource Centre

A generic term used to describe a series of support services and community resources provided to parents, informal caregivers, children and child care professional staff. These services may be offered singly or in combination, and may involve:

Parent/Caregiver Education: provides workshops, and information on child development, parenting skills, child-caring and child-rearing responsibilities.

Drop-in: provides a central space where parents, and caregivers, and professionals meet and learn from each other, and where children can have a play group experience. Parents and caregivers must remain on the premises if more than five children are present, unless a licence to operate a day nursery is obtained.

Toy/Equipment Lending Library: provides caregivers and parents with toys and other recreational equipment, and offers advice and instruction about children's learning and developmental levels.

Child Care Registry: provides information regarding existing licensed and/or unlicensed child care services and resources. Service listings could also include kindergarten, recreational programs, and other child and family services.

Respite/Relief Care: care provided to a child to allow parent or daily caregiver who is not on the premises a relief period or break time.

Play group: provides an informal coming together of parents, caregivers and children to enjoy a mutual experience of play, learning and socialization.

Warm/Hot Line: provides a phone-in program, particularly for assistance to working parents and their school-aged children, offering education, support, activities, emergency back-up and check-in services. The purpose is to improve the safety and well being of school-aged children who are at home alone when not in school.

Community Development — A process that facilitates the identification of needs and includes bringing individuals together to achieve a common goal (e.g. development of a child care resource centre) or provide expert assistance to new or existing programs.

Day Care Centre — A full day group centre program providing care for more than five children.

Day Nurseries Services — All programs licensed under the Day Nurseries Act, both group centre programs and private home day care agencies.

Day Nurseries — The generic term for all licensed child care.

Day Nursery — Premises that receive more than five children up to and including 12 years of age who are not of common parentage, primarily for care and/or guidance, for a continuous period not exceeding 24 hours. Such a program requires a licence as outlined in the Day Nurseries Act.

Developmental Centre — A child care program for children with a developmental or physical handicap.

Direct Operating Grant — Direct funding to support the operating cost of licensed child care programs (group centre care and private home day care) to be introduced in 1988.

Emergency Care	Short-term day or overnight care provided on a crisis basis in situations where the parent or usual child care provider is unavailable.
Employer-Supported Child Care	A range of services in which employers can assist with the child care responsibilities of their employees. This may involve the provision of information and resource services, parent education, or the support of direct services such as on-site or near-site licensed centres or private home day care agencies. Aside from services, employers may also provide benefits packages for their employees.
Informal Child Care	The provision of child care through arrangements made informally by parents with non-licensed individuals, referred to as informal caregivers, where no more than five children are received.
Integrated Centre	A child care program providing services for both handicapped children who receive funding under the Day Nurseries Act or the Child and Family Services Act, and other children.
Non-Profit	Organization operated as a corporation without share capital under Part III of the Corporations Act or incorporated under the Cooperative Corporations Act.
Nursery School	A part day program providing care for more than five children, usually between the ages of 30 months and five years.
Pilot Projects	Time-limited projects to provide answers to specific policy or program issues.
Private Home Day Care	The temporary care of five or fewer children up to and including 12 years of age, where such care is provided in a private residence, other than the home of a parent or guardian of any such child, for a continuous period not exceeding 24 hours. The number of children under six years of age,including the children of the person in charge, may not exceed five. While the individual private home is not required to be licensed under the Day Nurseries Act, agencies that provide supervision and resource support to these homes must be licensed. There is no requirement that providers offering care in a private home belong to any agency. When there is no linkage to a licensed agency, caregivers are not considered to be part of the formal licensed system.

Purchase of Service Agreements

Under such an agreement, a municipality or Indian band agrees to buy licensed child care services for families in economic need. The municipality or band identifies the families in economic need through the use of an approved test and pays 100% of the agreed upon cost to the program for providing this service. The ministry then reimburses a municipality 80% of the approved cost.

Subsidies

Subsidized licensed child care services may be available to families who are determined to be in economic need. This determination is made by the municipality, based on a ministry-approved test. Families may be eligible for a full or partial subsidy and should contact the municipality concerning their eligibility. Subsidies are only available in licensed services.

APPENDIX B

RESOURCE MATERIALS AND PUBLICATIONS

Anyone interested in the delivery of child care services will find that resource materials exist to help them. A primary resource is the **Child Care Resource and Research Unit**, located at 455 Spadina Avenue, Room 415, Toronto, Ontario M5S 2G8 (416) 978-6895. This unit collects and distributes information on child care issues to anyone requesting it.

Listed below are examples of the publications available on child care. A number of Ontario ministries have produced useful publications, many of which can be purchased from the Ontario Government Bookstore or the appropriate ministry. The bookstore can provide the address of the ministry. Requests for non-government publications should be made to the organization that published the document. The notation (F) indicates that the publication is available in French.

General Administration

Bookkeeping Procedures for Community Groups, 1982, Ministry of Citizenship and Culture (MCC)

Ontario Government Bookstore
Main Floor, 880 Bay Street
Toronto, Ontario M7A 1N8
(416) 965-2054

Initial Steps in Starting a Day Nursery in Ontario, revised 1987, Ministry of Community and Social Services (MCSS) (F)

Ministry of Community and Social Services
Area Office as per Appendix C, or

Child Care Branch
9th Floor, 700 Bay Street
Toronto, Ontario M5G 1Z6
(416) 965-3130 or 965-0912

Resource Guide on Employment Practices for Directors of Agencies, 1985 (MCSS)

Starting a Small Business in Ontario, 1985, Ministry of Industry & Trade (MIT)

Working with Volunteer Boards: How to Improve their Effectiveness, 1984 (MCC)

Research

A Path to the Community: A Recreationist's Guide to Community Research, Ministry of Culture and Recreation, 1975 (MCR)

Community Needs Assessment, Why, What and How, 1982 (MCSS)

Enjoying Research: A How-to Manual on Needs Assessment, 1982, Ministry of Tourism and Recreation (MTR)

Feasibility Study Guidelines, 1986 (MCSS)

Community Development & Public Relations

Child Care Challenge: Organizing in Ontario, Ontario Coalition for Better Day Care

Ontario Coalition for Better Day Care
555 Bloor Street West, 2nd Floor
Toronto, Ontario M5S 1Y6
(416) 532-4031

Children at Childcare: Parents at Work, Revised 1987, City of Toronto Planning and Development Department

City of Toronto
Planning and Development Department
18th Floor, East Tower
City Hall
Toronto, Ontario M5H 2N2
(416) 392-7732

Notes for Community Leaders: Getting People Together, Conference Planning, and Evaluation, 1982 (MCC)

Public Relations Primer: How to Promote Your Organization Without Spending a Fortune (MCR)

Resources for Community Groups, 1985 (MCC)

Legislation

Day Nurseries Act, Ontario Regulation 760/83 as amended to 0 Reg. 119/86 (MCSS) (F)

Day Nurseries: Highlights of the Legislation, 1985 (MCSS) (F)

Guidance to Parents

A Guide for Parents of Young Children, 1985 (MCSS) (F)

Day Care: Tips on How to Find and Buy Day Care for Your Child, 1984 (MCSS) (F)

Single Parents, A Resource Guide, 1985 (MCSS) (F)

Guidance to Providers

A Guide for Home Day Care Providers, 1986 (MCSS) (F)

Can you babysit tonight? 1985 (MCSS) (F)

Growing Cooperatively: A Reference Manual on Parent Participating Schools, 1986, Toronto and District Parent Co-operative Preschool Corporation
Toronto and District Parent Co-operative
Preschool Corporation
4 Bucannan Road
Scarborough, Ontario M1R 3V3
(416) 759-2582

Materials and Services for ESL Teachers and Others Working with Newcomers (MCC)

The Multicultural Pre-School Education: A Resource Manual for Supervisors and Volunteers (MCC)

The Newcomer Pre-School Manual: A Resource Book for Teachers (MCC)

Supervised Private Home Day Care: Home Visitors Resource Guide, 1986, Writer Angela Parle (MCSS)

Information on Programming

Children with Special Needs in Day Care, A Guide to Integration, 1980, Health and Welfare Canada, National Day Care Information Centre
National Day Care Information Centre
Health and Welfare Canada
612 Brooks Claxton Building
Tunney's Pasture, Ottawa, Ontario K1A 1B5
(613) 957-0611

Support Services Series, 1985 (MCSS)
- Planning Workshops for Parents and Providers
- Forming a Play Group
- Setting up a Toy Library
- Developing a Child Care Registry Service

Day Care: Handmade Toys and Equipment, 1981 (MCSS)

Day Nurseries: Design Guidelines, 1984 (MCSS)

Facilities and Equipment for Day Care Centres, 1984, Health and Welfare Canada, National Day Care Information Centre

How to Start and Maintain a Toy Library in Your Community, 1986, Canadian Association of Toy Libraries

Canadian Association of Toy Libraries
301 Montrose Avenue
Toronto, Ontario M6G 3G9
(416) 536-3394

"If I lose my key" (film) 1987, Daycare Connection/Kids Connection

Day Care Connection/Kids Connection
1954 Gerrard Street East
Toronto, Ontario M4E 2B1
(416) 698-0750

Safety in Children's Formal Play Environment (MCC)

The Toy Report, Canadian Toy Testing Council

Canadian Toy Testing Council
P.O. Box 6014, Station 5
Ottawa, Ontario K2A 1T1

Background Papers (MCSS)

New Directions for Child Care, 1987 (F)

Employer-Supported Child Care Case Studies, 1987

Child Care Support Services Survey and Highlights Reports, 1987 (F)

An Overview of Rural Child Care Needs and Preferences, 1987

APPENDIX C

ADDRESSES OF MINISTRY OF COMMUNITY AND SOCIAL SERVICES OFFICES

REGIONAL, AREA, AND DISTRICT OFFICES

CENTRAL ONTARIO

Central Regional Office
2195 Yonge Street, 10th Floor
Toronto, Ontario M7A 1G1
(416) 963-1010

Barrie Area Office
34 Simcoe Street
Barrie, Ontario L4M 1A1
(705) 737-1311

Mississauga Area Office
1140 Burnhamthorpe Road, Suite 212
Mississauga, Ontario L5C 4E9
(416) 897-3100

Toronto Area Office
2195 Yonge Street, 9th Floor
Toronto, Ontario M7A 1G1
(416) 965-5340

NORTHERN ONTARIO

North Regional Office
473 Queen Street East
2nd Floor
Sault Ste. Marie, Ontario P6A 1Z5
(705) 949-8052

North Bay Area Office
222 McIntyre Street West
Suite 406
North Bay, Ontario P1B 2Y8
(705) 474-4452

Sudbury Area Office
111 Larch Street, 8th Floor
Sudbury, Ontario P3E 4T5
(705) 675-4515

Thunder Bay Area Office
710 Victoria Avenue
Suite 301
Thunder Bay, Ontario P7C 5P7
(705) 475-1345

District Offices:

Kenora District Office
20 Main Street South
Kenora, Ontario P9N 1S7
(807) 468-3056

North Bay District Office
222 McIntyre Street West, 3rd Floor
North Bay, Ontario P1B 2Y8
(705) 474-1519

Sault Ste. Marie District Office
123 March Street, Suite 304
Sault Ste. Marie, Ontario P6A 2Z5
(705) 759-8244

Sudbury District Office
111 Larch Street
Suite 4
Sudbury, Ontario P3E 4T5
(705) 675-4515

Thunder Bay District Office
710 Victoria Avenue, Suite 301
Thunder Bay, Ontario P7C 5P7
(807) 474-1515

Timmins District Office
11 Elm Street North
Timmins, Ontario P4N 6A3
(705) 267-7901

SOUTHEASTERN ONTARIO

Southeast Regional Office
336 Alfred Street
Kingston, Ontario K7L 3S5
(613) 548-6761

Kingston Area Office
1055 Princess Street, Suite 103
Kingston, Ontario K7L 5T3
(613) 545-0539

Ottawa Area Office
10 Rideau Street, 7th Floor
Rideau Centre
Ottawa, Ontario K1N 9J1
(613) 234-1188

Peterborough Area Office
60 Hunter Street East
Peterborough, Ontario K9H 1G5
(705) 742-9292

SOUTHWESTERN ONTARIO

Southwest Regional Office
195 Dufferin Avenue, 5th Floor
London, Ontario N6A 1K7
(519) 438-8344

Hamilton Area Office
119 King Street West, 6th Floor
P.O. Box 2112
Hamilton, Ontario L8N 3Z9
(416) 521-7280

London Area Office
495 Richmond Street, 6th Floor
London, Ontario N6A 5A9
(519) 438-5111

Waterloo Area Office
75 King Street South, 5th Floor
Waterloo, Ontario N2J 1P2
(519) 886-4700

Windsor Area Office
250 Windsor Avenue, 1st Floor
Windsor, Ontario N9A 6V9
(519) 254-1651

APPENDIX D

SAMPLE WORKSHEETS

Group Centre Care

Determination of the amount that may be approved for funding Group Centre Care involves the following information and calculations of various costs based on the budget:

1.	Total Operating Cost (Total of all expenditures for 12 months of operation)		$_____
2.	Estimated Annual Non-Fee Revenue	(Subtract)	$_____
3.	Net Annual Operating Cost		$_____
4.	Days of Operation (Total number of days that program operates for 12 month period)	(Divided by)	_____
5.	Net Daily Operating Cost		$_____
6.	Estimated Average Enrolment (15% less than licensed capacity or alternative estimate, whichever is smaller)	(Divided by)	_____ ==========
7.	**Daily Space Cost** (Daily fee should be no less than this amount)		$_____
8.	**Daily Fee** (Must be greater than or equal to line 7)		$_____

Calculation of operating deficit for group centre start-up period. The start-up period may require calculations to be repeated for more than one month, reflecting incremental increases in enrolment.

Month #1 - Start-up Phase

9.	Net Daily Operating Cost (From line 5)		$_____
10.	Days of Operations (Number of days that service operates in the month)	(Multiply)	_____
			==========
11.	**Monthly Operating Cost**		$_____
12.	Estimated Average Daily Enrolment for Month		_____
13.	Daily Fee (From line 8)	(Multiply)	$_____
			==========
14.	**Estimated Daily Fee Revenue**		$_____
15.	Total Days of Operation (As in line 10, number of days that service operates in the month)	(Multiply)	_____
			==========
16.	**Estimated Monthly Fee Revenue**		$_____
17.	Monthly Operating Cost (From line 11)		$_____
18.	Estimated Monthly Fee Revenue (From line 16)	(Subtract)	$_____
			==========
19.	**Estimated Monthly Operating Deficit**		$_____
20.	**Monthly Salary of Supervisor**		$_____

Private Home Day Care

Determination of the amount that may be approved for funding Private Home Day Care involves the following information and calculations of various costs:

1. Estimated Average Daily Enrolment
   (Number of children enrolled, daily average) _____

2. Estimated Average Daily Number of Providers
   (Number of active providers, daily average) _____

3. Days of Operation
   (For 12 month period) _____

4. Estimated Annual Revenue Losses $_____
   (From bad debts, non-paid enrolment days, etc.)

5. Average Number of Children per Provider _____
   (Based on figures from lines 1 and 2 rounded to whole number)

6. Daily Provider Payment $_____
   (For number of children in line 5 based on provider payment schedule)

7. Average Daily Number of Providers (Multiply) _____
   (From line 2)

==========

8. **Estimated Total Daily Provider Payments** $_____

9. Days of Operation (Multiply) _____
   (From line 3)

==========

10. **Estimated Annual Provider Payments** $_____

11.	Total Administrative and Program Expenditures (Total of budgeted expenditures for administration and program for 12 months)		$_____
12.	Revenue Other than Fees (All non-fee revenue income estimated for 12 months)	(Subtract)	$_____
			==========
13.	**Net Annual Program Cost**		$_____
14.	Estimated Annual Revenue Losses (From line 4)	(Add)	$_____
			==========
15.	**Total Annual Program Cost**		$_____
16.	Estimated Annual Provider Payments (From line 10)	(Add)	$_____
			==========
17.	**Total Annual Operating Cost**		$_____
18.	Days of Operation (From line 3)	(Divide by)	_____
			==========
19.	**Daily Operating Cost**		$_____
20.	Estimated Average Daily Enrolment (From line 1)	(Divide by)	_____
			==========
21.	**Daily Space Cost** (Daily fee should be no less than this amount)		$_____
22.	**Daily Fee** (Must be greater than, or equal to, line 21)		$_____
23.	Total Annual Program Cost (From line 15)		$_____
24.	Days of Operation (From line 3)	(Divide by)	_____
			==========
25.	**Daily Program Cost**		$_____

Calculation of operating deficit for Private Home Day Care start-up period. The start-up period may require calculations to be repeated for more than one month, reflecting incremental increases in enrolment.

Month #1 - Start-up Phase

26.	Daily Program Cost (From line 25)	$_____
27.	Days of Operation (For one month)	(Multiply) _____
		==========
28.	**Monthly Program Cost**	$_____
29.	Estimated Average Daily Enrolment for Month	_____
30.	Daily Fee (From line 22)	(Multiply) $_____
		==========
31.	**Estimated Daily Fee Revenue**	$_____
32.	Days of Operation (From line 27)	(Multiply) _____
		==========
33.	**Estimated Monthly Fee Revenue**	$_____
34.	Monthly Program Cost (From line 28)	$_____
35.	Estimated Provider Payments for Month (From line 29 and estimated average number of children per provider)	(Add) $_____
36.	Estimated Monthly Fee Revenue (From line 33)	(Subtract) $_____
		==========
37.	**Estimated Operating Deficit**	$_____
38.	**Monthly Salary of Supervisor**	$_____